

ARLINGTON FINANCE COMMITTEE
MINUTES OF MEETING
7:30PM O'NEIL ROOM COMMUNITY SAFETY BUILDING
3/7/12

ATTENDEES:

Bayer*	Padaria*	Jenkins*	White*	McKenna*
DeCoursey*	Connors	Simmons	Gibian*	
Tosti*	Foskett*	Deyst	Ronan	
Ferrara*	Beck*	Jones*	Deshler*	
Franclemont*	Howard*	Fanning*	Carman*	Turkall*

* Indicates present

VISITORS: BoS Chair Clarissa Rowe, Senator Ken Donnelly, Capital Planning Committee (CPC) Members Charlie Foskett (Chair), Adam Chapdelaine, Barbara Thornton, Paul Olsen, Brian Rehrig; ACMI Video Camera

MINUTES: The minutes of 3/3 were accepted as corrected. Unanimous.

TAX RELIEF ARTICLES TO BENEFIT LOW INCOME ELDERLY: Donnelly & Rowe described well-attended meetings w/ elderly who are concerned with the increasing cost of living in Arlington. Donnelly stated that it is desirable to help seniors stay in their homes both for social and financial reasons. Rowe provided material (Ref1) prepared by Town Council explaining each article. Included also is a memo from CoA stating their support.

ART 29 LOWER DEFERRED TAX RATE: Qualified seniors owning a home in Arlington may defer their real estate taxes until they sell the home or die. The deferred payments are taxed at 6%. After death, and until the deferred taxes are paid, the annual rate is 16%. Currently 14 residents use this program. Donnelly would like to reduce the 6% as other communities have done. This would increase the value of resident's property when selling or their estate. Members suggested tying the rate to treasury bill rates or the rate the Town earns on its investments or to the senior circuit breaker rate. When Lexington dropped its rate, the participants increased from 11 to 20. There are now 29. Members recommended that the BoS provide Twn Mtg with fiscal scenarios.

ART 30 INCREASED INCOME LIMITS TO QUALIFY FOR DEFERRED TAXES: The limit is now \$40K. The maximum allowed is currently \$52k. Proponents should find what is included in this income; how many residents would become eligible if limit raised; how much this would cost the Town.

ART 31 INCREASE TAX EXEMPTIONS: Seniors that meet income and asset limitations may receive a \$1300 property tax exemption. This required home rule legislation and was done in 2005 before the override that year. Proponents should provide estimates of the cost to the Town before Twn Mtg.

Donnelly said he would put his staff to work on getting the info FinCom recommended.

ART 41 CAPITAL BUDGET Foskett, using a detailed handout (Ref 2), and helped by the members of the committee, reviewed the capital planning process and how it promotes better Town management. The committee works with a cap of 5% of the total budget for the non-exempt debt, \$5.7m for FY13. The exempt debt is another \$2.8m. Thornton described the 5 member committee which she would like to establish under Art 26 to coordinate the maintenance of Town properties across departments in a manner somewhat like the CPC. She considers the library maintenance plan is a model. Chapdelaine reviewed the status of the \$20.7m Thompson School project. State reimbursement is 50.42%. Bids are due this month. Construction to start this Spring. Chapdelaine also has hired a consultant to recommend security enhancements

for all bldgs before the capital funds already earmarked are spent. He is also working to reduce the need for photo copiers, \$150k in FY13, by greater use of digital records. Working w/ the IT Director, the Town will consider the BoS office and the Clerk's office as pilots. Olsen reported that Florence Ave Playground will be renovated for \$435k along w/ Buck Field for \$250k, the latter paid by Youth Baseball. He also described the Library (\$499k) and DPW projects. Rerig described the phase 2 Community Safety Bldg renovation (\$2.2m), the Central Fire Station renovation planned for FY15, and the pumper (\$550k). Many questions were asked and answered. Foskett requested support of the Capital Plan, Art 26 and a taxrate appropriation of \$9,343,820.

COMMITTEE: Next mtg 3/12. Tosti announced a OPEB briefing session offered by the MMA to be held in Boston 5/3/12.

RESERVE FUND BALANCE: \$618,975.

Peter Howard 3/8/12 Revised 3/12/12

cc FinCom Members, Town Web Site, Robbins Library

Ref 1 Background material Art 28,30,31

Ref 2 Capital Planning Presentation

Ref 1

REFERENCE MATERIAL

**ARTICLE 29 VOTE/LOWER INTEREST RATE FOR
PROPERTY TAX DEFERRALS FOR ELDERLY
RESIDENTS**

**Town of Arlington
Legal Department**

Juliana deHaan Rice
Town Counsel

50 Pleasant Street
Arlington, MA 02476
Phone: 781.316.3150
Fax: 781.316.3159
E-mail: jrice@town.arlington.ma.us
Website: www.arlingtonma.gov

To: Board of Selectmen

Cc: Adam Chapdelaine, Town Manager
Joseph Connelly, Director of Parks and Recreation
Fred Ryan, Chief of Police
Thomas Quintal, Animal Control Officer
Christine Connolly, Director of Health and Human Services
John Speidel, Director of Assessors
Michael Byrne, Director of Inspections
Carol Kowalski, Director of Planning and Community Development
Proponents of Articles ## 24, 25, 72

From: Juliana Rice, Town Counsel

Date: February 22, 2012

Re: Annual Town Meeting Warrant Article # 29

I am writing to provide the Board a summary of the above-referenced warrant articles to assist in the Board's consideration of these articles at its upcoming hearing on February 27.

**ARTICLE 29 VOTE/LOWER INTEREST RATE FOR PROPERTY TAX
DEFERRALS FOR ELDERLY RESIDENTS**

To see if the Town will vote to further lower the rate of interest that accrues on property taxes deferred by eligible seniors under Clause 41A of Section 5 of Chapter 59 of the General Laws, which was set at a minimum six per cent by vote of 2006 Annual Town Meeting under Article 28; or take any action related thereto.

(Inserted by the Board of Selectmen)

Currently, homeowners in Arlington who are at least 65 years old on July 1st, who live in their homes, and who do not exceed specified income levels may enter into an agreement with the Town to defer all or part of that year's property taxes. There is no limit to the number of tax years that can be subject to such an agreement. Under a property-tax-deferral agreement, the homeowner pays no property taxes (or pays only a portion, as specified in the agreement). The Town establishes a lien against the property for the amount of tax owed plus interest but takes no steps toward foreclosing on that lien. If the property is sold or transferred while the owner is alive, back taxes are paid plus interest at an annual rate of 8% or a lower rate set by the Town (by Town Meeting vote). The town current Town interest rate is a minimum of 6%, voted by 2006 Annual Town Meeting.¹ A different interest rate -- set by the state -- applies when property is sold upon the homeowner's death. (An eligible surviving spouse may continue the tax-deferral arrangement.) Currently, the state rate is 16%. I understand that a bill pending in the Legislature may lower the state interest rate. This is not something that can be done at the Town level.

Favorable action under Article 29 would allow the Town to lower the interest rate for deferred property taxes where the property is sold while homeowner is still living. This rate may be set as low as 0% or anywhere up to the current rate. I expect the Board will be receiving input from the Board of Assessors on the expected financial effects of a change in the Town property-tax-deferral interest rate.

¹ The actual vote was to "reduce[] the interest rate accrued on tax deferrals for those individuals 65 years of age or older to that rate set at the last auction for the 10 Year Treasury Constant Maturity held immediately preceding the tax year that such interest will be applicable to provided, however, that the deferral interest rate shall not be below six percent nor above eight percent[.]" May 15, 2006, vote of Town Meeting under Article 28.



**DEPARTMENT OF HEALTH AND HUMAN SERVICES
OFFICE OF THE BOARD OF HEALTH**

Town of Arlington

27 Maple Street
Arlington, Massachusetts 02476

Christine Connolly, MPH, CHO
Director of Health and Human Services

Tel: 781 316-3170
Fax: 781 316-3175

MEMO

TO: Adam Chapdelaine, Deputy Town Manager
CC: Board of Selectmen

FROM: Christine Connolly, Director of Health and Human Services

DATE: February 14, 2012

RE: Warrant Article Comments: Article 29, 30, 31

Article 29 Lower interest rate for deferrals, Article 30 increase annual income limits for elderly for deferrals and Article 31 increase tax exemptions for elderly residents
The Arlington Council on Aging at their last board meeting voted to support the three articles related to elderly property tax relief.

Please do not hesitate to contact me should you need additional information regarding this matter.

REFERENCE MATERIAL

**ARTICLE 30 VOTE/INCREASE ANNUAL INCOME LIMIT FOR
ELDERLY RESIDENTS TO QUALIFY FOR
PROPERTY TAX DEFERRALS**

**Town of Arlington
Legal Department**

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To: Board of Selectmen

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Thomas Quintal, Animal Control Officer
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John Speidel, Director of Assessors
Michael Byrne, Director of Inspections
Carol Kowalski, Director of Planning and Community Development
Proponents of Articles ## 24, 25, 72

From: Juliana Rice, Town Counsel

Date: February 22, 2012

Re: Annual Town Meeting Warrant Article # 30

I am writing to provide the Board a summary of the above-referenced warrant articles to assist in the Board's consideration of these articles at its upcoming hearing on February 27.

**ARTICLE 30 VOTE/INCREASE ANNUAL INCOME LIMIT FOR
ELDERLY RESIDENTS TO QUALIFY FOR PROPERTY TAX DEFERRALS**

To see if the Town will vote to raise income limits for elderly residents to qualify for property-tax deferral as provided in Clause 41A of Section 5 of Chapter 59 of the General Laws, to determine the source of funding for such increased exemptions, including making any necessary fund transfers; or take any action related thereto.

(Inserted by the Board of Selectmen)

This is a companion article to Article 29. Favorable action under this article would increase the income limits for eligibility for the senior tax-deferral program described above. Currently, this limit is \$40,000. The Town may vote to raise it as high as the annual limit set by the Commissioner of Revenue under the state's "Senior Circuit Breaker" program (G.L. c. 62, § 6(k)) for single non-head-of-household seniors. This amount changes every year: for 2011, it was \$52,000. Again, I expect the Board will be receiving input from the Board of Assessors on the expected financial effects of a change in the Town income-eligibility limits for seniors to qualify for property-tax deferrals.



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REFERENCE MATERIAL

**ARTICLE 31 HOME RULE LEGISLATION/
INCREASE TAX EMEMPTIONS
FOR ELDERLY RESIDENTS**

**Town of Arlington
Legal Department**

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Proponents of Articles ## 24, 25, 72

From: Juliana Rice, Town Counsel

Date: February 22, 2012

Re: Annual Town Meeting Warrant Article # 31

I am writing to provide the Board a summary of the above-referenced warrant articles to assist in the Board's consideration of these articles at its upcoming hearing on February 27.

**ARTICLE 31 HOME RULE LEGISLATION/INCREASE TAX
EXEMPTIONS FOR ELDERLY RESIDENTS**

To see if the Town will vote to request and authorize the Board of Selectman to file Home Rule Legislation with the General Court (1) to permit the Assessors to grant increased tax exemptions for elderly residents of the Town in accordance with Clause 41C of Section 5 of Chapter 59 of the General Laws; and/or (2) to raise income and asset limits to qualify for such exemptions, to determine the source of funding for such increased

exemptions, including making any necessary fund transfers; or take any action related thereto.

(Inserted by the Board of Selectmen)

This article relates to property-tax exemptions for Arlington seniors. State law -- Chapter 59, § 5, Clause 41C -- provides a \$500 exemption for seniors 70 years of age and older with annual income of less than \$13,000 (\$15,000 for married couples) and total assets excluding the home of less than \$28,000 (\$30,000). To some extent, these parameters may be amended by Town Meeting vote. Previous Town Meetings have voted the following changes: the exemption amount is now \$1300 and is available to seniors age 65 and older with annual income limits of \$20,000 (\$30,000 for married couples) and total assets of \$40,000 (\$55,000). Any further expansion to income and asset limits must be authorized by Home Rule Legislation, which is being proposed under this warrant article.



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Capital Planning Committee Capital Budget FY 2013 Capital Plan FY2013 - FY2017

A Presentation To
The Arlington Finance Committee
March 7, 2012

Capital Planning Committee Attendees

- Adam Chapdelaine
- Charlie Foscett
- Diane Johnson
- Paul Olsen
- Brian Rehrig
- Barbara Thornton

Agenda

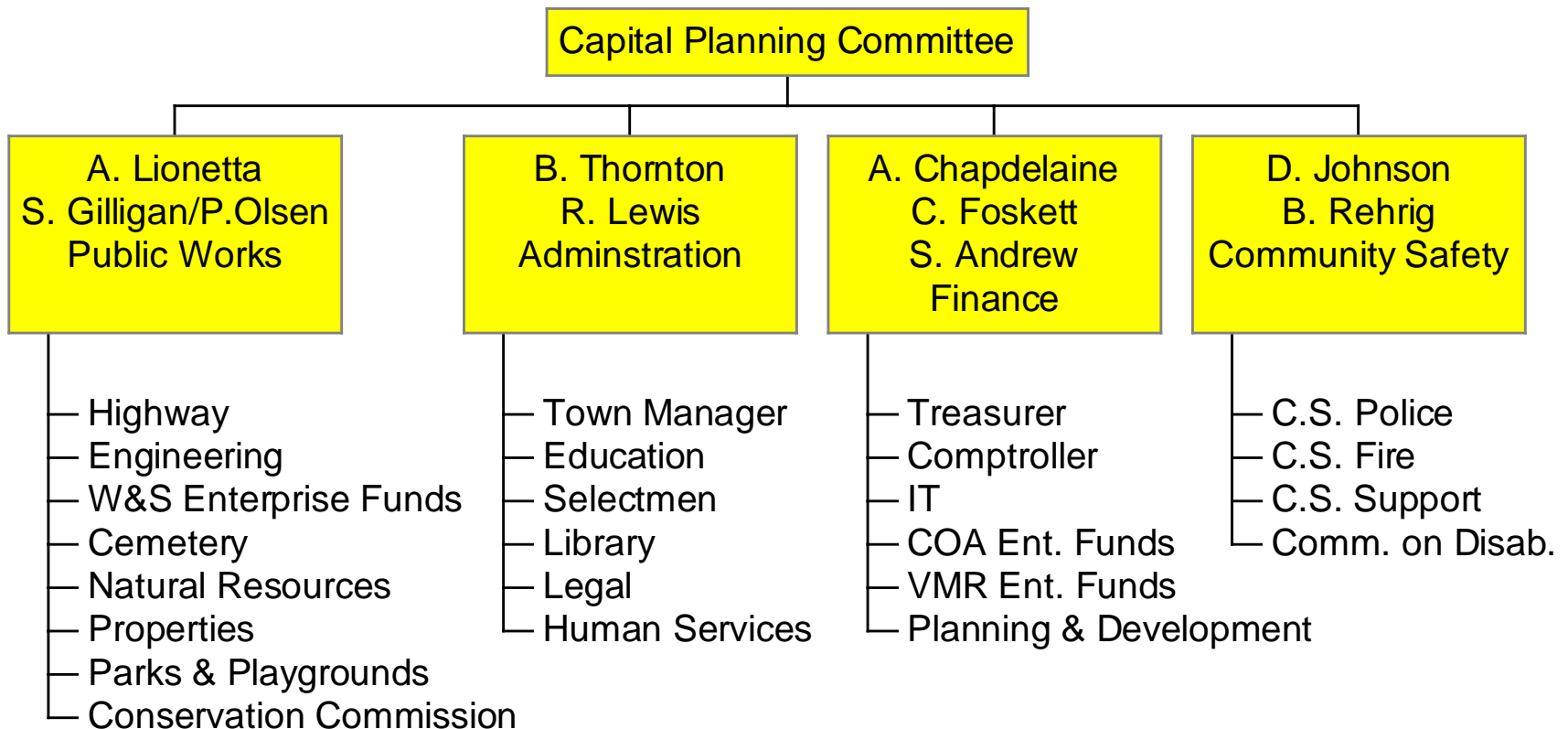
- Committee Members
- Organization
- Program Accomplishments
- Budget Summary
- Significant Issues
- Recommended Budget and Actions

Committee Membership

- Steve Andrew - Citizen Appointee
- Charlie Foskett - Chairman, FinCom Designee
- Adam Chapdelaine - Town Manager
- Steve Gilligan/Paul Olsen – Treasurer, Vice Chair
- Diane Johnson - School Department Designee
- Ruth Lewis - Comptroller
- Anthony Lionetta – Secretary, Citizen Appointee
- Brian Rehrig - Citizen Appointee
- Barbara Thornton - Citizen Appointee

Committee Organization 2010-2011

Capital Planning Committee Organization



Discussion: Budgets and Issues

- Capital Planning
 - Rationale, policy and practice
 - Five Year Plan
- Comparisons
 - Five Year Plan versus FinCom guidelines
 - Plan “Reserves”
- Major Issues
- Budget and Plan Detail

Why Capital Planning

- Capital Planning sets and meets long-range expectations for current and future capital expenditures.
- Capital Planning sets and meets expectations for Town executives and management, the Finance Committee, Town Meeting and citizens.
- Successful Capital Planning reduces or eliminates uncertainty in the acquisition of capital assets.
- Successful Capital Planning facilitates postponing some capital expenditures in favor of others as part of the planning process.
- Successful Capital Planning gives Town Meeting and voters comfort while spending large sums of taxpayers' money.

Arlington Capital Planning Practice

- Plan Five Years out with rolling request plan.
- Adjust non-exempt spending to within 5% of revenue budget.
- Attempt to *forecast future* budgets to effectively plan capital expenditures.
- We have twenty-six years of *successful* capital planning, within budget.
- The requests from Town and School side are made with their knowledge of operating pressures.
- CPC strongly recommends sticking with FinCom 5% guideline policy.

Program Progress

- **Some recent realized benefits from Capital Plan Projects:**

- Renovation of Highland Fire Station
- Phase 1 (Exterior) Repairs to Central Fire Station
- Various Roadways and Sidewalks
- Water Improvements
- Sewer Improvements
- Completion of Community Safety Building Phase 1 (terrace/deck)
- Completion of Phase 2 Repairs to the Stratton School
- New Giant Hill Slide Project at Robbins Farm Park
- Phase 1 Street Light Conversion
- Wellington Tennis Courts

- **Capital Projects in process**

- Community Safety Building Phase 2 Design
- Thompson School Reconstruction
- Dog Park at Thorndike Field
- Ongoing Water Improvements
- Ongoing Sewer Improvements
- Ongoing Roadway and Sidewalk Improvements
- Updating Town-wide Fire Alarm System
- Forest Street Reconstruction
- Various Public Works Rolling Stock

Five Year Plan and FinCom Guidelines

Fiscal Year	2013	2014	2015	2016	2017	Total
Prior Non-Exempt Debt	5,083,857	\$4,786,429	\$4,268,638	\$3,740,675	\$3,379,471	\$21,259,071
Cash	\$1,462,356	\$1,269,606	\$1,508,650	\$1,228,956	\$1,300,625	\$6,770,193
New Non-Exempt Debt Service	\$101,037	\$883,535	\$1,497,281	\$2,224,375	\$2,735,860	\$7,442,088
Water Sewer Bonds						
Total Non-Exempt Tax Burden	\$6,647,250	\$6,939,571	\$7,274,570	\$7,194,006	\$7,415,956	\$35,471,352
Adjust for Rink Enterprise Funds	(\$54,496)	(\$77,660)	(\$77,060)	(\$76,461)	(\$75,861)	(\$361,538)
Adjust for Ambulance Revolving	(\$49,300)	(\$50,330)	(\$95,560)	(\$94,195)	(\$92,830)	(\$382,215)
Adjust for Roadway Reconstruction O/R 2011	(\$400,000)	(\$410,000)	(\$420,250)	(\$430,756)	(\$441,525)	(\$2,102,531)
Adjust for Ottoson	(\$436,717)	(\$436,717)	(\$436,717)	(\$436,717)	(\$436,717)	(\$2,183,585)
Net Non-Exempt Plan	\$5,706,737	\$5,964,864	\$6,244,982	\$6,155,877	\$6,369,023	\$30,441,483
Pro Forma Budget	\$114,220,883	\$117,344,817	\$120,860,337	\$126,565,048	\$129,471,591	\$608,462,676
Budget For Plan at 5%	\$5,711,044	\$5,867,241	\$6,043,017	\$6,328,252	\$6,473,580	\$30,423,134
Plan as % of Revenues	5.00%	5.08%	5.17%	4.86%	4.92%	5.00%
Variance From Budget	\$4,308	(\$97,623)	(\$201,966)	\$172,376	\$104,556	(\$18,349)

Reconciliation to Town Five Year Plan

Year	2013	2014	2015	2016	2017	Total
Total Budget	\$124,320,075	\$127,718,348	\$131,211,136	\$136,882,374	\$139,759,620	\$659,891,553
Water & Sewer	(\$1,691,614)	(\$1,750,821)	(\$1,812,100)	(\$1,875,523)	(\$1,941,166)	(\$9,071,224)
Water & Sewer debt	(\$5,593,112)	(\$5,593,112)	(\$5,593,112)	(\$5,593,112)	(\$5,593,112)	(\$27,965,560)
Exempt debt	(\$2,814,466)	(\$3,029,598)	(\$2,945,587)	(\$2,848,691)	(\$2,753,751)	(\$14,392,093)
Net	\$114,220,883	\$117,344,817	\$120,860,337	\$126,565,048	\$129,471,591	\$608,462,676

- As of 2/28/2012 – note that the Five Year Plan is a dynamic document

Major Issues

- Facilities Maintenance Plan
- Copiers and Document Management Strategy
- Facilities Security
- Community Safety
- Planning for Building Projects
- Parks, Fields, Recreation and Rink
- Thompson School Project

Facilities Maintenance Plan

■ Background

- Capital Plan does NOT fund maintenance
- No organized, consistent approach to plan for maintenance costs
- Municipal budgets burdened by emergency repair & replacement costs, foreseeable & avoidable with maintenance planning

■ Purpose

- Create a standard process for town wide departmental maintenance plan & budget
- List current maintenance costs by dept. & facility & account
- Offer benchmark guidelines for estimating maintenance requirements
- Encourage rational, transparent, fiscally responsible planning for the maintenance of facilities & equipment in order to achieve their full potential lifetime value

Facilities Maintenance Plan

■ Structure and Membership

- An interdepartmental committee, much like CPC, would include
 - ✓ DPW designee/Facilities Superintendent
 - ✓ Town Manager or designee
 - ✓ School Superintendent or designee
 - ✓ FinCom Representative
 - ✓ Citizen Appointee (Town Manager appointment)

■ Process

- Year 1: Working with all asset owning departments, list all facilities and equipment to be maintained.
 - ✓ Determine size, value, age and remaining life.
 - ✓ Determine current level of maintenance expenditures
 - ✓ Create a maintenance program for all facilities & equipment, prioritizing for available funds
- Year 2: Implement planning process, departments submit plans to Maintenance Committee
- Year 3: Town Meeting can consider a “set aside” of current operating budgets to be used for maintenance. For example, start with 0.5 % and move to 3% over time.

Maintenance Committee Proposal

- Proposed Vote:
- VOTED: That the Facilities Maintenance Advisory Committee be and hereby is created to assess current maintenance spending and facility-related programming and make annual recommendations to the Town Manager for maintenance spending to be considered by the Manager when compiling the annual operating budget. The members of the Facilities Maintenance Advisory Committee will be: (1) the Town Manager or designee; (2) the Facilities Superintendent or other designee of the Director of Public Works; (3) the Superintendent of Schools or designee; (4) a member of the Finance Committee, to be chosen by the Finance Committee; and (5) a citizen representative to be appointed by the Town Manager.

Thompson School Program Status

- Contractor Pre-Qualification Process has been completed
- Building Demo has been completed
- Design has been completed
- Construction Bid is ongoing (on schedule)
 - Filed Sub Bids 3/06
 - General Bids 3/27
- State Reimbursement Level - 50.42%
- TM's Current Max All Inclusive Budget - \$20.7 million (however proposal has been made to ask Town Meeting to vote more funds, if needed)
- Estimated Project Cost is approx. \$20.7 million
- Construction Period > Spring 2012 – Fall 2013

Facilities Security

Critical problem, nationwide and in Arlington

- For the past several years, the CPC has reported this as a modern problem, nationwide and in Arlington
 - Town Hall, Library, High School, Elementary Schools, other properties
 - Expand upon Community Safety's current Access Control System
 - Using Access Cards & security coding to secure critical facilities
 - Monitor access and authorization via Community Safety Police Services
- Needs Assessment
 - A Facilities Security Consultant has been hired and will deliver a report and recommendations for all Town facilities, funded by a prior appropriation.
 - This critical step will begin in the Spring of 2012.
 - IT Director will take lead in working with consultant, and will consult with Police Chief and School Department throughout assessment process.

Document Management Strategy

- On an annual basis, the Capital Plan provides funding for photocopier lease payments for Town and School operations.
 - FY 2011 - Town - \$42,940 - School - \$110,000 **Total - \$152,490**
 - FY 2012 – Town - \$15,400 - School - \$80,000 **Total - \$95,400**
 - FY 2013 – Town -\$30,000 - School - \$120,000 **Total -\$150,000**
- As part of the FY 2012 Capital Planning process, the Capital Planning Committee recommended reduced photocopier funding by \$57,090.
- This reduction was recommended for two reasons:
 - FY 2012 Capital Budget needed to be reduced to meet the 5% of operating revenue cap
 - The Deputy Town Manager planned to evaluate current copier utilization
- Over the course of the last year, the Deputy Town Manager in consultation with the IT Director, started the analysis of current copier utilization and document management practices.
- Currently, two software solutions are being evaluated for use in the Town Clerk's Office and the Board of Selectmen's Office. A Town wide copier survey is also scheduled to begin within the next month.

Parks and Recreation

Review Prior Year Projects

- Wellington Tennis Courts - Construction Completed
- Robbins Farm Slide - Completed
- Dog Park @Thorndike, in construction, Spring Completion

This Year's Projects

- Florence Avenue Playground (\$435K)
- Also Buck Field (\$250k) being entirely funded by Arlington Youth Baseball

Note: There is concern that CBDG Funding may not be available in the Future.

Library Infrastructure

- Roof replacement 1892 and 1931 buildings \$406,000
- Membrane replacement \$78,000
- Building repointing \$150,000

Public Works

Review Prior Year Projects

- Town Hall Renovations (2nd Floor Renovations / Tower Rehab)
- DPW Building D Flat Roofs (other sections to be done in future)
- Forest Street under construction
- No Action - Cemetery Expansion (FY07) Request

This Year's Projects

- Expanding Sidewalk Ramp Program (\$125k CBDG, \$65k Town)
- High School Culvert Replacement
- Street Light Replacement LED
- On Going Road, Water, Sewer Programs (Add'l \$400k Roads from override)

Future Cemetery Work to be reviewed (Water/Roadway/Chapel)

Community Safety - Police

- Continuing 11-year plan to renovate the Community Safety Building: Phase 2 at \$2,240,000 in FY 2013 for exterior rehabilitation; Phase 3 at \$2,560,000 in FY 2015-2016 for interior renovation. Phase 2 requested in STM to accelerate for construction season
- Vehicle replacement program restored to \$131,000 per year; managing changeover to alternative cruiser upon halt of production of Ford vehicle.
- Protective vest program stabilized at \$17,000 per year to comply with insurance requirements.
- Animal control van replacement at \$30,000.

Community Safety - Fire

- Interior renovation of the Central Fire Station budgeted at \$400,000 for planning in FY 2014 and \$4,000,000 for the remaining renovation in FY 2015.
- Replacement of one pumper FY 2013 at \$550,000.
- Staggered replacement of entire stock of self-contained breathing apparatus at \$70,000 per year, FY 2014-2016.
- Ambulance replacement in FY 2014 at \$170,000, a revenue generator for the Town (Over \$500,000 per year, net).

Five Year Plan and FinCom Guidelines

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Attachments

- FY 2011 Capital Budget
- FY 2011 - FY 2015 Capital Plan
- Forecast of new debt service

Recommended Vote

- We are asking you to vote the capital expenditure budget as currently presented.
 - Cash \$1,462,356
 - Bond \$6,291,650
 - Other \$3,210,000
- Exempt amount includes estimated Symmes net \$300,000 to be raised by taxes and \$134,000 Thompson BAN interest
- Symmes amount may have to be adjusted prior to TM
- FinCom will have opportunity to review detailed written vote and any modifications later in process.

FY2012	Expenditures
By Funding Source	
Cash	\$1,462,356
Bond	\$6,291,650
Other	\$3,219,000
Total	\$10,973,006
Calculation of Net Appropriation of Article	
FY2011	Capital and Debt Service
Prior Years Non-exempt Debt Service	
Principal	4,223,990
Interest	859,867
Total Prior Non-exempt Debt Service	5,083,857
Plus Enterprise Fund Debt Svc. Appropriation	237,375.00
Plus MWRA Loan Payments	898,395.00
Net Prior Non-Exempt Debt Service	\$6,219,627
New Non-exempt Debt Service	\$101,037
Less Veterans Memorial Rink	(\$54,496)
Less Ambulance Revolving Fund	(\$49,300)
Current Year Cash Outlay	\$1,462,356
Total Non-exempt Appropriation	\$7,679,224
Exempt Principal	\$2,196,010
Total Exempt Interest	\$604,356
Total Exempt Debt Service	\$2,800,366
Less Enterprise Fund Debt Svc Approp.	(\$237,375)
Less MWRA Loan Payments	(\$898,395)
Total Tax Rate Appropriation	\$9,343,820

Actions Requested of FinCom

- Vote favorable action on our recommended budget
- Support five year plan
- Vote favorable action on our recommended TM vote under the Facilities Maintenance Article

Summary

- We respectfully request your support of the Capital Planning Committee budget request.

Thank you
The Capital Planning Committee

Sum of AMOUNT	2013	2014	2015	2016	2017	Grand Total
BOARD OF SELECTMEN	\$5,000	\$5,000	\$5,000	\$2,500		\$17,500
PHOTOCOPIER PROGRAM						
Photocopier lease	\$5,000	\$5,000	\$5,000	\$2,500		\$17,500
COMMUNITY SAFETY - FIRE SERVICES	\$608,000	\$696,000	\$4,140,000	\$150,000	\$925,000	\$6,519,000
DEPARTMENTAL PROJECT						
Automatic Defibrillators		\$16,000				\$16,000
Protective Gear Replacement	\$32,000	\$40,000	\$40,000	\$40,000		\$152,000
EQUIPMENT REPLACEMENT						
Breathing apparatus, SCBA		\$70,000	\$70,000	\$70,000		\$210,000
Radio Upgrade	\$10,000					\$10,000
Replace LDH	\$16,000					\$16,000
INFRASTRUCTURE IMPROVEMENT						
Fire Station - Central			\$4,000,000			\$4,000,000
Headquarters - Architectural Plans		\$400,000				\$400,000
VEHICLE REPLACEMENT						
Ambulance replacement		\$170,000				\$170,000
Ladder 1 #1009					\$925,000	\$925,000
Replace 1 Engine	\$550,000					\$550,000
Replace C2				\$40,000		\$40,000
Replace- Fire Prevention C3			\$30,000			\$30,000
COMMUNITY SAFETY - POLICE SERVICES	\$2,451,000	\$180,000	\$419,000	\$2,387,500	\$162,500	\$5,600,000
DEPARTMENTAL PROJECT						
AVL Automatic Vehicle Location System					\$6,000	\$6,000
Digital fingerprint imaging machine		\$25,000				\$25,000
Laser Radar	\$3,500	\$3,500	\$4,500	\$4,500	\$4,500	\$20,500
EQUIPMENT REPLACEMENT						
Bullet Proof Vest Program	\$23,000	\$15,000	\$17,000	\$17,000	\$15,000	\$87,000
Radio Upgrade	\$12,000					\$12,000
Records Management Server Upgrade			\$15,000			\$15,000
Security System	\$7,000					\$7,000
Speed Trailer Replacement				\$15,000		\$15,000
PHOTOCOPIER PROGRAM						
Photocopier	\$4,500	\$5,500	\$5,500	\$6,000	\$6,000	\$27,500
PUBLIC BUILDING MAINTENANCE						
C.S. Building Renovations -5 Year plan	\$2,240,000		\$246,000	\$2,214,000		\$4,700,000
VEHICLE REPLACEMENT						
Animal Control Van	\$30,000					\$30,000
Vehicle Replacement Program	\$131,000	\$131,000	\$131,000	\$131,000	\$131,000	\$655,000
COMMUNITY SAFETY - SUPPORT SERVICES	\$25,500	\$40,000				\$65,500

Sum of AMOUNT	2013	2014	2015	2016	2017	Grand Total
EQUIPMENT REPLACEMENT						
High Speed Tire Balance Machine	\$10,500					\$10,500
Tire Changing Machine	\$15,000					\$15,000
VEHICLE REPLACEMENT						
Pick-up Truck - Mechanics M2 #1014		\$40,000				\$40,000
COUNCIL ON AGING TRANSPORTATION ENTERPRISE FUND		\$10,000				\$10,000
VEHICLE REPLACEMENT						
Van Replacement Program		\$10,000				\$10,000
HEALTH & HUMAN SERVICES	\$49,800	\$27,800	\$2,800	\$152,400		\$232,800
INFRASTRUCTURE IMPROVEMENT						
Whittemore Robbins House Window Replacement	\$8,000					\$8,000
PHOTOCOPIER PROGRAM						
Photocopier Lease - BOH/COA	\$2,800	\$2,800	\$2,800	\$2,400		\$10,800
PUBLIC BUILDING MAINTENANCE						
Robbins House Cottage beams, sill, siding	\$15,000					\$15,000
Robbins House Cottage kitchen & bath		\$25,000				\$25,000
Whittemore Robbins House - Stairwell 1st fl to Basement	\$4,000					\$4,000
Whittemore Robbins House				\$150,000		\$150,000
VEHICLE REPLACEMENT						
Replace Hybrid vehicle	\$20,000					\$20,000
INFORMATION TECHNOLOGY	\$649,200	\$438,700	\$389,600	\$362,750	\$500,100	\$2,340,350
EQUIPMENT REPLACEMENT						
MUNIS Production Enviroment Server	\$50,000					\$50,000
Ottoson Upgrade Phone	\$120,000					\$120,000
INFORMATION TECHNOLOGY						
Building Security Elements	\$20,000	\$20,000	\$20,000	\$20,000		\$80,000
Educational IT Program	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$625,000
Library MLN Equipment	\$19,100	\$18,600	\$19,500	\$17,650		\$74,850
Library -PC Vend Printing/Photocopier Project	\$5,100	\$5,100	\$5,100	\$5,100	\$5,100	\$25,500
Network Performance/Wireless	\$25,000					\$25,000
Replacement of Receivable Package					\$200,000	\$200,000
School - Software Licensing	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$200,000
School Dept-Admin Micro Program	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$200,000
Software Upgrades & Standardization	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000
Town Network Infrastructure	\$40,000	\$25,000	\$25,000			\$90,000
Town-Microcomputer Program	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$300,000
Wireless Assessments, 8 Schools Continue Upgrade	\$75,000	\$50,000				\$125,000
Document Management System		\$25,000	\$25,000	\$25,000		\$75,000
INSPECTIONS	\$25,000			\$25,000		\$50,000

Sum of AMOUNT	2013	2014	2015	2016	2017	Grand Total
VEHICLE REPLACEMENT						
Vehicle - Building/Plumbing/Wire Inspectors	\$25,000					\$25,000
Vehicle - Plumbing				\$25,000		\$25,000
LEGAL/WORKERS' COMPENSATION	\$5,000	\$5,000	\$5,000		\$5,000	\$20,000
PHOTOCOPIER PROGRAM						
Photocopier	\$5,000	\$5,000	\$5,000		\$5,000	\$20,000
LIBRARY	\$499,050	\$206,800	\$31,100	\$57,200	\$85,100	\$879,250
PHOTOCOPIER PROGRAM						
Photocopier			\$2,800	\$2,800	\$2,800	\$8,400
PUBLIC BUILDING MAINTENANCE						
Doors					\$38,000	\$38,000
Exhaust fans	\$5,350	\$5,600	\$5,800	\$5,800	\$5,800	\$28,350
Heating/Cooling Water Pumps				\$21,400		\$21,400
Hot Water Heater		\$6,000				\$6,000
HVAC Blowers					\$8,500	\$8,500
HVAC Coil/Air Handler Unit					\$17,000	\$17,000
Ramp and Stairs					\$13,000	\$13,000
Repair Honeywell 3 way valves & controller				\$7,200		\$7,200
Replace roofs 1892 & 1931 buildings	\$406,000					\$406,000
Replacement of roof covering - membrane	\$78,000					\$78,000
Repointing - 1992 Addition			\$22,500			\$22,500
Repointing of 1892 Building		\$150,000				\$150,000
Roof Drainage	\$3,200					\$3,200
Roof Repairs - 1992 Addition	\$6,500					\$6,500
Windows- 1892 Building		\$45,200				\$45,200
VEHICLE REPLACEMENT						
Library Van				\$20,000		\$20,000
PLANNING	\$127,500	\$125,000				\$252,500
DEPARTMENTAL PROJECT						
Comprehensive Master Plan	\$75,000	\$75,000				\$150,000
INFRASTRUCTURE IMPROVEMENT						
Retaining Wall adj to Town Hall & Library	\$50,000	\$50,000				\$100,000
PHOTOCOPIER PROGRAM						
Photocopier/Equipment	\$2,500					\$2,500
PUBLIC WORKS ADMINISTRATION		\$27,000	\$34,000	\$2,000	\$57,000	\$120,000
DEPARTMENTAL PROJECT						
Mall Lights			\$32,000		\$32,000	\$64,000
Roadway Consulting Services		\$25,000			\$25,000	\$50,000
PHOTOCOPIER PROGRAM						

Sum of AMOUNT	2013	2014	2015	2016	2017	Grand Total
Photocopier		\$2,000	\$2,000	\$2,000		\$6,000
PUBLIC WORKS CEMETERY DIVISION		\$675,000	\$340,000	\$250,000		\$1,265,000
INFRASTRUCTURE IMPROVEMENT						
Water System Rehab		\$675,000				\$675,000
PUBLIC BUILDING MAINTENANCE						
Garage Renovation/ Rehab Chapel/HVAC				\$250,000		\$250,000
ROADS AND PATHS INFRASTRUCTURE						
Roadway Improvements			\$230,000			\$230,000
VEHICLE REPLACEMENT						
Backhoe			\$110,000			\$110,000
PUBLIC WORKS ENGINEERING DIVISION	\$30,000				\$30,000	\$60,000
VEHICLE REPLACEMENT						
Utility vehicle, 4 X 4	\$30,000					\$30,000
Utility Vehicle					\$30,000	\$30,000
PUBLIC WORKS HIGHWAY DIVISION	\$2,289,000	\$1,627,000	\$1,939,250	\$1,926,756	\$1,626,525	\$9,408,531
DEPARTMENTAL PROJECT						
GPS Truck Tracking	\$15,000					\$15,000
EQUIPMENT REPLACEMENT						
Backhoe/Loader 1.5 CY				\$113,000		\$113,000
Sander Body	\$17,000	\$17,000	\$17,000	\$17,000	\$17,000	\$85,000
Snow Plow - (1 per 2 yr.)	\$12,000		\$12,000		\$12,000	\$36,000
INFRASTRUCTURE IMPROVEMENT						
Replace Retaining Wall - Westminster Ave				\$99,000		\$99,000
Street Light Replacement - LED	\$625,000					\$625,000
ROADS AND PATHS INFRASTRUCTURE						
Chapter 90 Roadway	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
Install Sidewalk Ramps	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$325,000
Roadway Reconstruction	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,750,000
Sidewalks and Curbstones	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Roadway Reconstruction Override 2011	\$400,000	\$410,000	\$420,250	\$430,756	\$441,525	\$2,102,531
Install Sidewalk Ramps CDBG	\$125,000	\$125,000	\$125,000			\$375,000
VEHICLE REPLACEMENT						
33,000 gvw dump truck	\$85,000					\$85,000
4WD Truck w/Sander			\$140,000	\$142,000	\$144,000	\$426,000
Compressor Truck		\$20,000				\$20,000
Loader				\$160,000		\$160,000
Street sweeper			\$170,000			\$170,000
Truck w/welder unit, 350 amp		\$90,000				\$90,000
1 Ton Utility w/Gate Lift					\$47,000	\$47,000

Sum of AMOUNT	2013	2014	2015	2016	2017	Grand Total
3/4 Pickup - 2 w/ plow			\$90,000			\$90,000
Pickup 4WD w/ plow	\$45,000					\$45,000
PUBLIC WORKS NATURAL RESOURCES DIVISION	\$58,000	\$91,000	\$45,000	\$141,000	\$80,000	\$415,000
EQUIPMENT REPLACEMENT						
Mini-Loader (Skid-Steer) w/Sidewalk Plow & Snow Blower				\$135,000		\$135,000
Small Equipment		\$6,000		\$6,000		\$12,000
VEHICLE REPLACEMENT						
1 Ton Dump Truck w/Plow		\$50,000				\$50,000
Landscaping Multi-Purpose Tractor, 4wd	\$58,000					\$58,000
Pickup		\$35,000				\$35,000
1 Ton Utility Truck w/Gate			\$45,000			\$45,000
Fork Lift					\$80,000	\$80,000
PUBLIC WORKS PROPERTIES DIVISION	\$225,000	\$248,000	\$28,000	\$418,000	\$100,000	\$1,019,000
INFRASTRUCTURE IMPROVEMENT						
DPW Yard Bldg C Replace Spanish Tile Roof				\$300,000		\$300,000
High School Parking lot culvert	\$225,000	\$225,000				\$450,000
Town Hall Renovation Program				\$100,000	\$100,000	\$200,000
PUBLIC BUILDING MAINTENANCE						
Buildings Rehab consultant Services		\$18,000		\$18,000		\$36,000
Fox Library Windows		\$5,000				\$5,000
VEHICLE REPLACEMENT						
Van			\$28,000			\$28,000
PUBLIC WORKS WATER/SEWER DIVISION	\$2,500,000	\$2,700,000	\$2,405,000	\$2,483,000	\$2,452,000	\$12,540,000
EQUIPMENT REPLACEMENT						
Drainage Rehab-Regulatory Compliance (Ch-308)	\$100,000	\$100,000	\$150,000	\$150,000	\$150,000	\$650,000
Small Equipment	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
INFRASTRUCTURE IMPROVEMENT						
Hydrant replacement program	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Lift Station upgrade	\$100,000	\$50,000				\$150,000
Sewer System Rehabilitation	\$1,200,000	\$1,400,000	\$1,300,000	\$850,000	\$850,000	\$5,600,000
Water System Rehabilitation	\$950,000	\$750,000	\$850,000	\$1,300,000	\$1,300,000	\$5,150,000
VEHICLE REPLACEMENT						
Catch basin cleaner		\$295,000				\$295,000
FlatBed 8-ton Truck - Generator Mount				\$78,000		\$78,000
Pickup	\$45,000					\$45,000
Utility Truck					\$47,000	\$47,000
RECREATION	\$445,750	\$525,000	\$531,250	\$483,000	\$437,624	\$2,422,624
PARKS & PLAYGROUNDS						
Feasibility Study	\$10,000		\$10,000		\$10,000	\$30,000

Sum of AMOUNT	2013	2014	2015	2016	2017	Grand Total
Florence Ave Tot Lot	\$435,750					\$435,750
Hibbert		\$288,750				\$288,750
Magnolia Field Basketball Court Renovation			\$75,000			\$75,000
North Union		\$236,250				\$236,250
Robbins Farm				\$483,000		\$483,000
Spy Pond Tennis Courts			\$446,250			\$446,250
Wellington Playground					\$427,624	\$427,624
REDEVELOPMENT BOARD	\$244,000	\$88,000	\$120,000	\$85,000	\$40,000	\$577,000
EQUIPMENT REPLACEMENT						
ARB - Central Boiler	\$40,000					\$40,000
INFRASTRUCTURE IMPROVEMENT						
ARB - 23 Maple Roof/Gutter Downspout/chimney			\$40,000			\$40,000
ARB - 23 Maple Street Exterior, repair paved walkways/landscape		\$3,000				\$3,000
ARB - 23 Maple Street Interior baths, halls, kitchen, stairwells	\$30,000					\$30,000
ARB - 23 Maple Street Mechanical/Electrical/Plumbing		\$10,000				\$10,000
ARB - 23 Maple Street remove oil tank				\$15,000		\$15,000
ARB - Central Exterior driveway/walkway, stairs	\$10,000					\$10,000
ARB - Central Exterior Trim/Brick/Stone/Chimney Repairs		\$20,000		\$20,000		\$40,000
ARB - Central Interior baths, halls, lobby		\$15,000				\$15,000
ARB - Central Library Mechanical/Electrical/Plumbing/Elevator	\$5,000	\$25,000				\$30,000
ARB - Central Mechanical/Electrical/Plumbing/Elevator			\$55,000			\$55,000
ARB - Central Oil Tank De-commissioning				\$15,000		\$15,000
ARB - Jefferson Cutter Exterior Chimney/Trim/Walls/Windows	\$9,000		\$10,000			\$19,000
ARB - Jefferson Cutter Interior baths, halls, stairwells		\$15,000				\$15,000
ARB - Jefferson Cutter/Gutter Downspout/chimney				\$15,000		\$15,000
BOS - Parmenter Boiler	\$50,000					\$50,000
BOS - Parmenter Oil Tank Removal			\$15,000			\$15,000
Dallin Library Exterior Painting					\$20,000	\$20,000
Gibbs Interior Bathrooms	\$15,000					\$15,000
Gibbs Repaving parking lot	\$20,000					\$20,000
MGR - Gibbs downspouts, gutters, roof	\$65,000					\$65,000
MGR - Gibbs oil tank removal				\$20,000		\$20,000
Parmenter roof repairs for slate & gutters					\$20,000	\$20,000
SCHOOLS	\$406,000	\$641,000	\$850,000	\$1,035,000	\$910,000	\$3,842,000
EQUIPMENT REPLACEMENT						
AHS Auditorium chairs		\$50,000				\$50,000
Chiller - Pierce School		\$150,000				\$150,000
Replace Fire Control Inst. Alarm Panels HS		\$20,000				\$20,000
Small Equipment and Tools	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000

Sum of AMOUNT	2013	2014	2015	2016	2017	Grand Total
Stratton Furniture		\$15,000	\$15,000	\$15,000	\$15,000	\$60,000
INFRASTRUCTURE IMPROVEMENT						
AHS Central Air Cond Lowe Auditorium			\$100,000			\$100,000
Stratton Exterior Paving					\$80,000	\$80,000
MAJOR REPAIRS						
AHS 6th floor Central Air Conditioning				\$80,000		\$80,000
AHS Boiler Room Repair					\$500,000	\$500,000
AHS Exterior Doors			\$30,000		\$30,000	\$60,000
AHS F Building Boiler		\$225,000				\$225,000
Asbestos Abatement - Remove Tiles	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
High School - HVAC steam trap replacement			\$10,000			\$10,000
Peirce Field Replace Turf			\$500,000			\$500,000
AHS Auditorium Pyramid Steps	\$40,000					\$40,000
PHOTOCOPIER PROGRAM						
Photocopier Lease Program	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$600,000
PUBLIC BUILDING MAINTENANCE						
AHS - Locker Room Replacement				\$500,000		\$500,000
Brackett School - exterior paving				\$40,000		\$40,000
High School -Replace ventilating rooftop units	\$6,000	\$6,000				\$12,000
High School -Replace heating and ventilation units	\$20,000	\$10,000				\$30,000
STUDENT TRANSPORTATION						
Athletics Van - 8 passenger		\$35,000				\$35,000
Bus 09 - 8 Passenger 7-D suburban				\$40,000		\$40,000
Bus - 53 Passenger #101	\$85,000					\$85,000
Bus #102 53 passenger bus				\$85,000		\$85,000
Bus #103 77 passenger bus					\$120,000	\$120,000
Bus #109 8 passenger 7-D suburban	\$40,000					\$40,000
Bus 105 - 8 7-D Tahoe			\$40,000			\$40,000
Bus -77 Passenger #104				\$120,000		\$120,000
Van 110 - 8 passenger 7-D minivan			\$25,000			\$25,000
VEHICLE REPLACEMENT						
Maintenance Bucket Truck	\$85,000					\$85,000
Maintenance Service Van				\$25,000		\$25,000
Maintenance Truck w/plow					\$35,000	\$35,000
TOWN MANAGER	\$25,000	\$5,000	\$5,000	\$3,000		\$38,000
DEPARTMENTAL PROJECT						
Website CMS Upgrade	\$20,000					\$20,000
PHOTOCOPIER PROGRAM						
Photocopier	\$5,000	\$5,000	\$5,000	\$3,000		\$18,000

Sum of AMOUNT						
	2013	2014	2015	2016	2017	Grand Total
TREASURER	\$25,206	\$5,206			\$3,500	\$33,912
DEPARTMENTAL PROJECT						
Microfilm Reader	\$20,000					\$20,000
PHOTOCOPIER PROGRAM						
Photocopier	\$5,206	\$5,206			\$3,500	\$13,912
VETERANS' MEMORIAL RINK ENTERPRISE FUND	\$280,000		\$265,000	\$110,000		\$655,000
INFRASTRUCTURE IMPROVEMENT						
Rink Renovations: Electrical/ Lighting				\$110,000		\$110,000
Rink Renovations: Roof/ceiling/dehumidification	\$280,000					\$280,000
Rink Renovations: Zamboni room/Locker rooms			\$265,000			\$265,000
Grand Total	\$10,973,006	\$8,366,506	\$11,555,000	\$10,074,106	\$7,414,349	\$48,382,967
Row Labels	2013	2014	2015	2016	2017	Grand Total
BOND	\$6,291,650	\$2,998,900	\$6,801,350	\$5,797,150	\$3,161,724	\$25,050,774
CASH	\$1,462,356	\$1,269,606	\$1,508,650	\$1,228,956	\$1,300,625	\$6,770,193
OTHER	\$3,219,000	\$4,098,000	\$3,245,000	\$3,048,000	\$2,952,000	\$16,562,000
Grand Total	\$10,973,006	\$8,366,506	\$11,555,000	\$10,074,106	\$7,414,349	\$48,382,967
Fiscal Year	2013	2014	2015	2016	2017	Total
Prior Non-Exempt Debt	5,083,857	\$4,786,429	\$4,268,638	\$3,740,675	\$3,379,471	\$21,259,071
Cash	\$1,462,356	\$1,269,606	\$1,508,650	\$1,228,956	\$1,300,625	\$6,770,193
New Non-Exempt Debt Service	\$101,037	\$883,535	\$1,497,281	\$2,224,375	\$2,735,860	\$7,442,088
Water Sewer Bonds						
Total Non-Exempt Tax Burden	\$6,647,250	\$6,939,571	\$7,274,570	\$7,194,006	\$7,415,956	\$35,471,352
Adjust for Rink Enterprise Funds	(\$54,496)	(\$77,660)	(\$77,060)	(\$76,461)	(\$75,861)	(\$361,538)
Adjust for Ambulance Revolving	(\$49,300)	(\$50,330)	(\$95,560)	(\$94,195)	(\$92,830)	(\$382,215)
Adjust for Roadway Reconstruction O/R 2011	(\$400,000)	(\$410,000)	(\$420,250)	(\$430,756)	(\$441,525)	(\$2,102,531)
Adjust for Ottoson	(\$436,717)	(\$436,717)	(\$436,717)	(\$436,717)	(\$436,717)	(\$2,183,585)
Net Non-Exempt Plan	\$5,706,737	\$5,964,864	\$6,244,982	\$6,155,877	\$6,369,023	\$30,441,483
Pro Forma Budget	\$114,220,883	\$117,344,817	\$120,860,337	\$126,565,048	\$129,471,591	\$608,462,676
Budget For Plan at 5%	\$5,711,044	\$5,867,241	\$6,043,017	\$6,328,252	\$6,473,580	\$30,423,134
Plan as % of Revenues	5.00%	5.08%	5.17%	4.86%	4.92%	5.00%
Variance From Budget	\$4,308	(\$97,623)	(\$201,966)	\$172,376	\$104,556	(\$18,349)

FISCAL YEAR	2013			
Sum of AMOUNT	Column Labels			
Row Labels	BOND	CASH	OTHER	Grand Total
BOARD OF SELECTMEN		\$5,000		\$5,000
PHOTOCOPIER PROGRAM				
Photocopier lease		\$5,000		\$5,000
COMMUNITY SAFETY - FIRE SERVICES	\$582,000	\$26,000		\$608,000
DEPARTMENTAL PROJECT				
Protective Gear Replacement	\$32,000			\$32,000
EQUIPMENT REPLACEMENT				
Radio Upgrade		\$10,000		\$10,000
Replace LDH		\$16,000		\$16,000
VEHICLE REPLACEMENT				
Replace 1 Engine	\$550,000			\$550,000
COMMUNITY SAFETY - POLICE SERVICES	\$2,270,000	\$181,000		\$2,451,000
DEPARTMENTAL PROJECT				
Laser Radar		\$3,500		\$3,500
EQUIPMENT REPLACEMENT				
Bullet Proof Vest Program		\$23,000		\$23,000
Radio Upgrade		\$12,000		\$12,000
Security System		\$7,000		\$7,000
PHOTOCOPIER PROGRAM				
Photocopier		\$4,500		\$4,500
PUBLIC BUILDING MAINTENANCE				
C.S. Building Renovations -5 Year plan	\$2,240,000			\$2,240,000
VEHICLE REPLACEMENT				
Animal Control Van	\$30,000			\$30,000
Vehicle Replacement Program		\$131,000		\$131,000
COMMUNITY SAFETY - SUPPORT SERVICES		\$25,500		\$25,500
EQUIPMENT REPLACEMENT				
High Speed Tire Balance Machine		\$10,500		\$10,500
Tire Changing Machine		\$15,000		\$15,000
HEALTH & HUMAN SERVICES	\$15,000	\$34,800		\$49,800
INFRASTRUCTURE IMPROVEMENT				
Whittemore Robbins House Window Replacement		\$8,000		\$8,000
PHOTOCOPIER PROGRAM				
Photocopier Lease - BOH/COA		\$2,800		\$2,800
PUBLIC BUILDING MAINTENANCE				
Robbins House Cottage beams, sill, siding	\$15,000			\$15,000
Whittemore Robbins House - Stairwell 1st fl to Basement		\$4,000		\$4,000
VEHICLE REPLACEMENT				
Replace Hybrid vehicle		\$20,000		\$20,000
INFORMATION TECHNOLOGY	\$649,200			\$649,200
EQUIPMENT REPLACEMENT				
MUNIS Production Enviroment Server	\$50,000			\$50,000
Ottoson Upgrade Phone	\$120,000			\$120,000
INFORMATION TECHNOLOGY				
Building Security Elements	\$20,000			\$20,000
Educational IT Program	\$125,000			\$125,000
Library MLN Equipment	\$19,100			\$19,100
Library -PC Vend Printing/Photocopier Project	\$5,100			\$5,100
Network Performance/Wireless	\$25,000			\$25,000
School - Software Licensing	\$40,000			\$40,000
School Dept-Admin Micro Program	\$40,000			\$40,000
Software Upgrades & Standardization	\$30,000			\$30,000
Town Network Infrastructure	\$40,000			\$40,000
Town-Microcomputer Program	\$60,000			\$60,000

Wireless Assessments, 8 Schools Continue Upgrade	\$75,000			\$75,000
INSPECTIONS	\$25,000			\$25,000
VEHICLE REPLACEMENT				
Vehicle - Building/Plumbing/Wire Inspectors	\$25,000			\$25,000
LEGAL/WORKERS' COMPENSATION		\$5,000		\$5,000
PHOTOCOPIER PROGRAM				
Photocopier		\$5,000		\$5,000
LIBRARY	\$493,700	\$5,350		\$499,050
PUBLIC BUILDING MAINTENANCE				
Exhaust fans		\$5,350		\$5,350
Replace roofs 1892 & 1931 buildings	\$406,000			\$406,000
Replacement of roof covering - membrane	\$78,000			\$78,000
Roof Drainage	\$3,200			\$3,200
Roof Repairs - 1992 Addition	\$6,500			\$6,500
PLANNING	\$50,000	\$77,500		\$127,500
DEPARTMENTAL PROJECT				
Comprehensive Master Plan		\$75,000		\$75,000
INFRASTRUCTURE IMPROVEMENT				
Retaining Wall adj to Town Hall & Library	\$50,000			\$50,000
PHOTOCOPIER PROGRAM				
Photocopier/Equipment		\$2,500		\$2,500
PUBLIC WORKS HIGHWAY DIVISION	\$837,000	\$827,000	\$625,000	\$2,289,000
DEPARTMENTAL PROJECT				
GPS Truck Tracking		\$15,000		\$15,000
EQUIPMENT REPLACEMENT				
Sander Body	\$17,000			\$17,000
Snow Plow - (1 per 2 yr.)		\$12,000		\$12,000
INFRASTRUCTURE IMPROVEMENT				
Street Light Replacement - LED	\$625,000			\$625,000
ROADS AND PATHS INFRASTRUCTURE				
Chapter 90 Roadway			\$500,000	\$500,000
Install Sidewalk Ramps	\$65,000			\$65,000
Roadway Reconstruction		\$350,000		\$350,000
Roadway Reconstruction Override 2011		\$400,000		\$400,000
Sidewalks and Curbstones		\$50,000		\$50,000
Install Sidewalk Ramps CDBG			\$125,000	\$125,000
VEHICLE REPLACEMENT				
33,000 gvw dump truck	\$85,000			\$85,000
Pickup 4WD w/ plow	\$45,000			\$45,000
PUBLIC WORKS NATURAL RESOURCES DIVISION	\$58,000			\$58,000
VEHICLE REPLACEMENT				
Landscaping Multi-Purpose Tractor, 4wd	\$58,000			\$58,000
PUBLIC WORKS PROPERTIES DIVISION	\$225,000			\$225,000
INFRASTRUCTURE IMPROVEMENT				
High School Parking lot culvert	\$225,000			\$225,000
PUBLIC WORKS WATER/SEWER DIVISION			\$2,500,000	\$2,500,000
EQUIPMENT REPLACEMENT				
Drainage Rehab-Regulatory Compliance (Ch-308)			\$100,000	\$100,000
Small Equipment			\$5,000	\$5,000
INFRASTRUCTURE IMPROVEMENT				
Hydrant replacement program			\$100,000	\$100,000
Lift Station upgrade			\$100,000	\$100,000
Sewer System Rehabilitation			\$1,200,000	\$1,200,000
Water System Rehabilitation			\$950,000	\$950,000
VEHICLE REPLACEMENT				
Pickup			\$45,000	\$45,000
RECREATION	\$435,750	\$10,000		\$445,750
PARKS & PLAYGROUNDS				

Feasibility Study		\$10,000		\$10,000
Florence Ave Tot Lot	\$435,750			\$435,750
REDEVELOPMENT BOARD	\$150,000		\$94,000	\$244,000
EQUIPMENT REPLACEMENT				
ARB - Central Boiler			\$40,000	\$40,000
INFRASTRUCTURE IMPROVEMENT				
ARB - 23 Maple Street Interior baths, halls, kitchen, stairwells			\$30,000	\$30,000
ARB - Central Exterior driveway/walkway, stairs			\$10,000	\$10,000
ARB - Central Library Mechanical/Electrical/Plumbing/Elevator			\$5,000	\$5,000
ARB - Jefferson Cutter Exterior Chimney/Trim/Walls/Windows			\$9,000	\$9,000
BOS - Parmenter Boiler	\$50,000			\$50,000
Gibbs Interior Bathrooms	\$15,000			\$15,000
Gibbs Repaving parking lot	\$20,000			\$20,000
MGR - Gibbs downspouts, gutters, roof	\$65,000			\$65,000
SCHOOLS	\$191,000	\$215,000		\$406,000
EQUIPMENT REPLACEMENT				
Small Equipment and Tools		\$5,000		\$5,000
MAJOR REPAIRS				
Asbestos Abatement - Remove Tiles		\$5,000		\$5,000
AHS Auditorium Pyramid Steps	\$40,000			\$40,000
PHOTOCOPIER PROGRAM				
Photocopier Lease Program		\$120,000		\$120,000
PUBLIC BUILDING MAINTENANCE				
High School -Replace ventilating rooftop units	\$6,000			\$6,000
High School -Replace heating and ventilation units	\$20,000			\$20,000
STUDENT TRANSPORTATION				
Bus - 53 Passenger #101	\$85,000			\$85,000
Bus #109 8 passenger 7-D suburban	\$40,000			\$40,000
VEHICLE REPLACEMENT				
Maintenance Bucket Truck		\$85,000		\$85,000
TOWN MANAGER		\$25,000		\$25,000
DEPARTMENTAL PROJECT				
Website CMS Upgrade		\$20,000		\$20,000
PHOTOCOPIER PROGRAM				
Photocopier		\$5,000		\$5,000
TREASURER		\$25,206		\$25,206
DEPARTMENTAL PROJECT				
Microfilm Reader		\$20,000		\$20,000
PHOTOCOPIER PROGRAM				
Photocopier		\$5,206		\$5,206
VETERANS' MEMORIAL RINK ENTERPRISE FUND	\$280,000			\$280,000
INFRASTRUCTURE IMPROVEMENT				
Rink Renovations: Roof/ceiling/dehumidification	\$280,000			\$280,000
PUBLIC WORKS ENGINEERING DIVISION	\$30,000			\$30,000
VEHICLE REPLACEMENT				
Utility vehicle, 4 X 4	\$30,000			\$30,000
Grand Total	\$6,291,650	\$1,462,356	\$3,219,000	\$10,973,006

Sum of DebtServicePmt			YearInUse					
DEPARTMENT	EXPENDITURE	LIFE (YRS)	2013	2014	2015	2016	2017	Grand Total
COMMUNITY SAFETY - FIRE SERVICES	Ambulance replacement	4		\$2,730	\$47,960	\$46,595	\$45,230	\$142,515
	Automatic Defibrillators	10		\$257	\$2,114	\$2,062	\$2,011	\$6,444
	Breathing apparatus, SCBA	7		\$1,124	\$13,372	\$25,299	\$35,781	\$75,577
	Fire Station - Central	20			\$64,236	\$328,471	\$322,048	\$714,755
	Protective Gear Replacement	10	\$514	\$4,870	\$10,052	\$15,106	\$19,388	\$49,930
	Replace 1 Engine	15	\$8,832	\$54,331	\$53,154	\$51,976	\$50,799	\$219,092
	Replace C2	7				\$642	\$6,999	\$7,641
	Headquarters - Architectural Plans	20		\$6,424	\$32,847	\$32,205	\$31,562	\$103,038
	Ladder 1 #1009	20					\$14,854	\$14,854
	Replace- Fire Prevention C3	5			\$482	\$6,964	\$6,771	\$14,216
COMMUNITY SAFETY - FIRE SERVICES Total			\$9,346	\$69,736	\$224,217	\$509,321	\$535,443	\$1,348,063
COMMUNITY SAFETY - POLICE SERVICES	Animal Control Van	7	\$482	\$5,249	\$5,112	\$4,974	\$4,836	\$20,653
	C.S. Building Renovations -5 Year plan	20	\$35,972	\$183,944	\$184,297	\$232,505	\$374,767	\$1,011,485
	Digital fingerprint imaging machine	20		\$401	\$2,053	\$2,013	\$1,973	\$6,440
	Speed Trailer Replacement	7				\$241	\$2,625	\$2,866
COMMUNITY SAFETY - POLICE SERVICES Total			\$36,454	\$189,595	\$191,462	\$239,733	\$384,201	\$1,041,443
COMMUNITY SAFETY - SUPPORT SERVICES	Pick-up Truck - Mechanics M2 #1014	5		\$642	\$9,285	\$9,028	\$8,771	\$27,726
COMMUNITY SAFETY - SUPPORT SERVICES Total				\$642	\$9,285	\$9,028	\$8,771	\$27,726
HEALTH & HUMAN SERVICES	Robbins House Cottage beams, sill, siding	7	\$241	\$2,625	\$2,556	\$2,487	\$2,418	\$10,326
	Robbins House Cottage kitchen & bath	7		\$401	\$4,374	\$4,260	\$4,145	\$13,180
	Whittemore Robbins House	7				\$2,409	\$26,246	\$28,655
HEALTH & HUMAN SERVICES Total			\$241	\$3,026	\$6,930	\$9,155	\$32,809	\$52,162
INFORMATION TECHNOLOGY	Building Security Elements	7	\$321	\$3,821	\$7,228	\$10,544	\$13,447	\$35,362
	Educational IT Program	3	\$2,007	\$47,689	\$92,032	\$135,037	\$135,037	\$411,802
	Library MLN Equipment	5	\$307	\$4,732	\$8,941	\$13,196	\$16,642	\$43,818
	Library -PC Vend Printing/Photocopier Project	7	\$82	\$974	\$1,843	\$2,689	\$3,511	\$9,099
	Network Performance/Wireless	7	\$401	\$4,374	\$4,260	\$4,145	\$4,030	\$17,211
	Ottoson Upgrade Phone	7	\$1,927	\$20,997	\$20,446	\$19,896	\$19,345	\$82,612
	Replacement of Receivable Package	10					\$3,212	\$3,212
	School - Software Licensing	3	\$642	\$15,260	\$29,450	\$43,212	\$43,212	\$131,777
	School Dept-Admin Micro Program	3	\$642	\$15,260	\$29,450	\$43,212	\$43,212	\$131,777
	Software Upgrades & Standardization	3	\$482	\$11,445	\$22,088	\$32,409	\$32,409	\$98,832
	Town Network Infrastructure	7	\$642	\$7,400	\$11,591	\$15,266	\$14,853	\$49,753
	Town-Microcomputer Program	3	\$964	\$22,891	\$44,175	\$64,818	\$64,818	\$197,665
	Wireless Assessments, 8 Schools Continue Upgrade	7	\$1,204	\$13,926	\$21,528	\$20,954	\$20,381	\$77,993
	Document Management System	7		\$401	\$4,776	\$9,036	\$12,779	\$26,992
	MUNIS Production Enviroment Server	3	\$803	\$18,273	\$17,737	\$17,202		\$54,015
INFORMATION TECHNOLOGY Total			\$10,425	\$187,445	\$315,547	\$431,614	\$426,887	\$1,371,918
INSPECTIONS	Vehicle - Building/Plumbing/Wire Inspectors	7	\$401	\$4,374	\$4,260	\$4,145	\$4,030	\$17,211
INSPECTIONS Total			\$401	\$4,374	\$4,260	\$4,145	\$4,030	\$17,211
LIBRARY	Heating/Cooling Water Pumps	7				\$344	\$3,744	\$4,088
	Hot Water Heater	7		\$96	\$1,050	\$1,022	\$995	\$3,163
	Ramp and Stairs	7					\$209	\$209
	Replace roofs 1892 & 1931 buildings	7	\$6,520	\$71,040	\$69,177	\$67,314	\$65,451	\$279,502
	Replacement of roof covering - membrane	20	\$1,253	\$6,405	\$6,280	\$6,155	\$6,029	\$26,122
	Repointing - 1992 Addition	20			\$361	\$1,848	\$1,812	\$4,020
	Repointing of 1892 Building	20		\$2,409	\$12,318	\$12,077	\$11,836	\$38,639
	Roof Drainage	20	\$51	\$263	\$258	\$252	\$247	\$1,072
	Roof Repairs - 1992 Addition	20	\$104	\$534	\$523	\$513	\$502	\$2,177
	Windows- 1892 Building	20		\$726	\$3,712	\$3,639	\$3,567	\$11,643

Sum of DebtServicePmt			YearInUse					
DEPARTMENT	EXPENDITURE	LIFE (YRS)	2013	2014	2015	2016	2017	Grand Total
LIBRARY	Doors	7					\$610	\$610
LIBRARY Total			\$7,928	\$81,473	\$93,678	\$93,164	\$95,003	\$371,246
PLANNING	Retaining Wall adj to Town Hall & Library	15	\$803	\$5,742	\$9,771	\$9,557	\$9,343	\$35,217
PLANNING Total			\$803	\$5,742	\$9,771	\$9,557	\$9,343	\$35,217
PUBLIC WORKS CEMETERY DIVISION	Garage Renovation/ Rehab Chapel/HVAC	25				\$4,015	\$18,029	\$22,044
PUBLIC WORKS CEMETERY DIVISION Total						\$4,015	\$18,029	\$22,044
PUBLIC WORKS ENGINEERING DIVISION	Utility Vehicle	7					\$482	\$482
	Utility vehicle, 4 X 4	7	\$482	\$5,249	\$5,112	\$4,974	\$4,836	\$20,653
PUBLIC WORKS ENGINEERING DIVISION Total			\$482	\$5,249	\$5,112	\$4,974	\$5,318	\$21,135
PUBLIC WORKS HIGHWAY DIVISION	1 Ton Utility w/Gate Lift	10					\$755	\$755
	33,000 gvw dump truck	10	\$1,365	\$11,230	\$10,957	\$10,684	\$10,411	\$44,647
	4WD Truck w/Sander	10			\$2,248	\$20,777	\$39,120	\$62,145
	Backhoe/Loader 1.5 CY	10				\$1,815	\$14,929	\$16,744
	Compressor Truck	10		\$321	\$2,642	\$2,578	\$2,514	\$8,056
	Install Sidewalk Ramps	7					\$1,044	\$1,044
		20	\$1,044	\$6,381	\$11,615	\$16,744	\$20,724	\$56,508
	Loader	7				\$2,569	\$27,996	\$30,565
	Replace Retaining Wall - Westminster Ave	7				\$1,590	\$17,323	\$18,912
	Sander Body	7	\$273	\$3,248	\$6,144	\$8,963	\$11,703	\$30,331
	Street Light Replacement - LED	7	\$10,037	\$109,359	\$106,492	\$103,624	\$100,756	\$430,268
	Street sweeper	7			\$2,730	\$29,746	\$28,966	\$61,442
	Truck w/welder unit, 350 amp	7		\$1,445	\$15,748	\$15,335	\$14,922	\$47,450
	Pickup 4WD w/ plow	7	\$723	\$7,874	\$7,667	\$7,461	\$7,254	\$30,979
	3/4 Pickup - 2 w/ plow	10			\$1,445	\$11,891	\$11,602	\$24,937
PUBLIC WORKS HIGHWAY DIVISION Total			\$13,441	\$139,859	\$167,689	\$233,775	\$310,019	\$864,783
PUBLIC WORKS NATURAL RESOURCES DIVISION	1 Ton Dump Truck w/Plow	10		\$803	\$6,606	\$6,445	\$6,285	\$20,139
	1 Ton Utility Truck w/Gate	10			\$723	\$5,945	\$5,801	\$12,469
	Landscaping Multi-Purpose Tractor, 4wd	7	\$931	\$10,149	\$9,882	\$9,616	\$9,350	\$39,929
	Mini-Loader (Skid-Steer) w/Sidewalk Plow & Snow B	7				\$2,168	\$23,622	\$25,790
	Pickup	7		\$562	\$6,124	\$5,964	\$5,803	\$18,453
	Fork Lift	7					\$1,285	\$1,285
PUBLIC WORKS NATURAL RESOURCES DIVISION Total			\$931	\$11,514	\$23,335	\$30,138	\$52,145	\$118,063
PUBLIC WORKS PROPERTIES DIVISION	DPW Yard Bldg C Replace Spanish Tile Roof	20				\$4,818	\$24,635	\$29,453
	High School Parking lot culvert	20	\$3,613	\$22,090	\$36,592	\$35,869	\$35,146	\$133,310
	Town Hall Renovation Program	7				\$1,606	\$19,103	\$20,709
PUBLIC WORKS PROPERTIES DIVISION Total			\$3,613	\$22,090	\$36,592	\$42,293	\$78,885	\$183,472
RECREATION	Bishop Playground	10					\$3,625	\$3,625
	Florence Ave Tot Lot	15	\$6,998	\$43,045	\$42,112	\$41,179	\$40,246	\$173,581
	Hibbert	15		\$4,637	\$28,524	\$27,906	\$27,287	\$88,354
	Magnolia Field Basketball Court Renovation	7			\$1,204	\$13,123	\$12,779	\$27,107
	North Union	15		\$3,794	\$23,338	\$22,832	\$22,326	\$72,290
	Reservoir Beach	7					\$10,117	\$10,117
	Robbins Farm	15				\$7,756	\$47,713	\$55,469
	Spy Pond Tennis Courts	15			\$7,166	\$44,083	\$43,127	\$94,376
	Wellington Playground	15					\$6,867	\$6,867
RECREATION Total			\$6,998	\$51,476	\$102,345	\$156,879	\$214,088	\$531,786
REDEVELOPMENT BOARD	BOS - Parmenter Boiler	20	\$803	\$4,106	\$4,026	\$3,945	\$3,865	\$16,745
	BOS - Parmenter Oil Tank Removal	20			\$241	\$1,232	\$1,208	\$2,680
	Gibbs Interior Bathrooms	20	\$241	\$1,232	\$1,208	\$1,184	\$1,160	\$5,023
	MGR - Gibbs downspouts, gutters, roof	10	\$1,044	\$8,588	\$8,379	\$8,170	\$7,961	\$34,142

Sum of DebtServicePmt			YearInUse					
DEPARTMENT	EXPENDITURE	LIFE (YRS)	2013	2014	2015	2016	2017	Grand Total
REDEVELOPMENT BOARD	MGR - Gibbs oil tank removal	20				\$321	\$1,642	\$1,964
	Parmenter roof repairs for slate & gutters	15					\$321	\$321
	Gibbs Repaving parking lot	7	\$321	\$3,499	\$3,408	\$3,316	\$3,224	\$13,769
	Dallin Library Exterior Painting	20					\$321	\$321
REDEVELOPMENT BOARD Total			\$2,409	\$17,425	\$17,261	\$18,168	\$19,702	\$74,965
SCHOOLS	AHS - Locker Room Replacement	15				\$8,029	\$49,392	\$57,422
	AHS 6th floor Central Air Conditioning	7				\$1,285	\$13,998	\$15,283
	AHS Auditorium chairs	15		\$803	\$4,939	\$4,832	\$4,725	\$15,299
	AHS Auditorium Pyramid Steps	7	\$642	\$6,999	\$6,815	\$6,632	\$6,448	\$27,537
	AHS Boiler Room Repair	7					\$8,029	\$8,029
	AHS Central Air Cond Lowe Auditorium	7			\$1,606	\$17,497	\$17,039	\$36,142
	AHS F Building Boiler	7		\$3,613	\$39,369	\$38,337	\$37,305	\$118,624
	Athletics Van - 8 passenger	5		\$562	\$8,124	\$7,899	\$7,674	\$24,260
	Brackett School - exterior paving	15				\$642	\$3,951	\$4,594
	Bus 09 - 8 Passenger 7-D suburban	7				\$642	\$6,999	\$7,641
	Bus - 53 Passenger #101	7	\$1,365	\$14,873	\$14,483	\$14,093	\$13,703	\$58,516
	Bus #102 53 passenger bus	7				\$1,365	\$14,873	\$16,238
	Bus #103 77 passenger bus	7					\$1,927	\$1,927
	Bus #109 8 passenger 7-D suburban	7	\$642	\$6,999	\$6,815	\$6,632	\$6,448	\$27,537
	Bus 105 - 8 7-D Tahoe	7			\$642	\$6,999	\$6,815	\$14,457
	Chiller - Pierce School	7		\$2,409	\$26,246	\$25,558	\$24,870	\$79,083
	High School - HVAC steam trap replacement	10			\$161	\$1,321	\$1,289	\$2,771
	High School -Replace heating and ventilation units	10	\$321	\$2,803	\$3,899	\$3,803	\$3,707	\$14,533
	High School -Replace ventilating rooftop units	10	\$96	\$889	\$1,566	\$1,528	\$1,489	\$5,568
	Maintenance Service Van	5				\$401	\$5,803	\$6,204
	Maintenance Truck w/plow	7					\$562	\$562
	Peirce Field Replace Turf	7			\$8,029	\$87,487	\$85,193	\$180,710
	Replace Fire Control Inst. Alarm Panels HS	10		\$321	\$2,642	\$2,578	\$2,514	\$8,056
	Thompson School Improvements	20		\$25,959	\$132,743	\$130,147	\$127,551	\$416,400
	Van 110 - 8 passenger 7-D minivan	7			\$401	\$4,374	\$4,260	\$9,036
	Stratton Exterior Paving	7					\$1,285	\$1,285
	Bus -77 Passenger #104	7				\$1,927	\$20,997	\$22,924
SCHOOLS Total			\$3,067	\$66,230	\$258,483	\$374,011	\$478,847	\$1,180,639
VETERANS' MEMORIAL RINK ENTERPRISE FUND	Rink Renovations: Electrical/ Lighting	15				\$1,766	\$10,866	\$12,633
	Rink Renovations: Roof/ceiling/dehumidification	15	\$4,496	\$27,660	\$27,060	\$26,461	\$25,861	\$111,538
	Rink Renovations: Zamboni room/Locker rooms	15				\$4,256	\$25,610	\$56,044
VETERANS' MEMORIAL RINK ENTERPRISE FUND Total			\$4,496	\$27,660	\$31,316	\$54,405	\$62,338	\$180,215
Grand Total			\$101,037	\$883,535	\$1,497,281	\$2,224,375	\$2,735,860	\$7,442,088